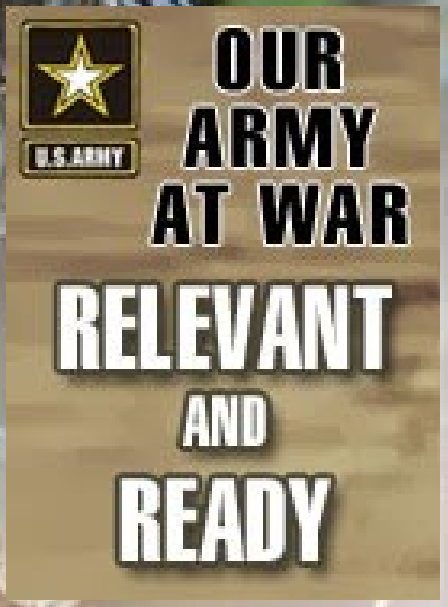
U.S. Army Materiel Command

Chief Information Officer/G-6
NCR DOIM Course



James D. Buckner

1 April 2004

" The Network is The Thing . . . "

Chief of Staff,

Agenda

- Changes to Information Technology Management
- An Army at War
- Transformation How We Will Change
- AMC AMC CIO / G-6
- Headquarters Support / DOIM
- Summary

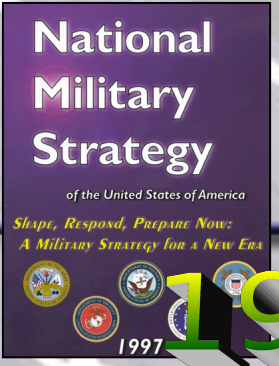
"The illiterate of the 21st century will not be those who cannot read or write but those who cannot learn, unlearn and relearn."
Alvin Toffler

Significant Changes to *ITM*
(Information Technology Management

Empowered by Clinger-Cohen Act Effective Aug 96

- Move to Chief Information Officer (CIO) Concept
  - *Involve Senior Leadership in ITM Direction & Decisions*
  - *Establish CIOs as Members of Executive Management*
- ITM/CIO Emphasis: AMC HQS, MSCs, SRAs, & Installations
  - *Provide for Enterprise IT Investment Control and IT Investment Planning*
  - *Require Process Reengineering before Applying IT Solution*
  - *Assess existing personnel IT knowledge & skills*
  - *Develop plans for hiring, training, and professional development*
  - *Uses Performance Measurement as Accountability for IT Spending*
- Monitor *IT* programs

  CIO evaluates performance, and advises Agency Head to continue, modify, or terminate a program.



Changing Role Of the CIO

Army Transformation Roadmap 2003

1990's		21st Century
Technician/ "Data Czar"	Culture Change	Enabler, catalyst
Predominately technology oriented		Equally skilled in technology / business
Local level acquisitions		Enterprise acquisitions
Technology management		Knowledge management
Quantity-based IT management		Performance-based IT management

Provide AMC: Quick, Integrated Solutions & Programs

Key Requirements for the CIO

- **Effective IM to Achieve Agency Goals**
- **Select, Control, & Evaluate IT Spending**
  - **Costs, Risks, & Benefits**
- **Improvements to Work Processes**
- **Integrated Agency-wide IT architecture**
- **Strengthen Knowledge, Skills & Capabilities to Manage Information Resources Effectively**
- **Develop IM Human Capital**
- **Measure Success and Demonstrate Results**

What the Army's Doing

Deploy/Redeploy/Training/Reset

We are an Army at War!

Army Global Commitments

326,570 soldiers over-seas in 120 countries (approx. 215,000 on unaccompanied tours)

South Korea
31,460 SOLDIERS
(29,590 soldiers on unaccompanied tour)

NOBLE EAGLE
23,880 SOLDIERS

Bosnia, Kosovo (KFOR/SFOR)
3,320 SOLDIERS

OEF-AFGHANISTAN
10,700 SOLDIERS

TF- Guantanamo Bay
1,505 SOLDIERS

OTHER OPERATIONS & EXERCISES
- OEF-Philippines
- JTF-BRAVO

2,535 SOLDIERS

MFO-Sinai
700 SOLDIERS

OIF-IRAQ
123,366 SOLDIERS

OTHER OPERATIONS & EXERCISES
1,760 SOLDIERS

- **24 of 33 (73%) AC Brigades deployed overseas in FY03**
- **15 of 45 (33%) ANG eSB battalion deployed overseas in FY03**

Army Personnel Strength

Component	Currently Deployed	
- Active:	485,000	164,310
- Reserve:	205,000	65,600
- National Guard:	352,000	96,660

Support to Current Operations

OIF – Daily
132 Convoys= 900 vehicles

645k gallons of fuel issued daily in OIF

1.08 million personnel transported Oct 01 – Jan 04

2.9 million tons of materiel shipped Oct 01 – Jan 04

At War and Transforming

Current Force → **Future Force**

GWOT is long term

Increasingly

Integrated

Expeditionary

Networked

Decentralized

Adaptable

Decision Superior

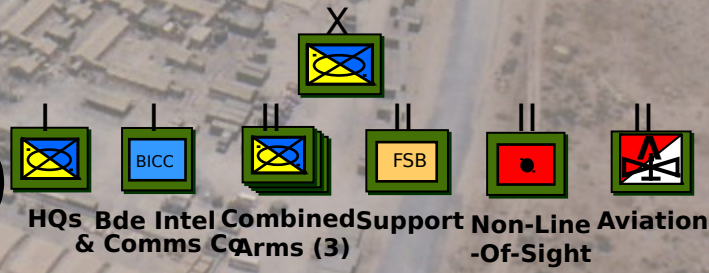
The Army of Today

Ranger
Airborne
Air Assault
Light Infantry
Special Forces
Mechanized Forces
Stryker Brigade Combat Teams

Provide Future Force Capabilities Today !

The Army of 2020

Combined Arms, Units of Action
Joint, Interagency, Multi-national
Modular, Interoperable
Future Combat Systems
Modernized Mechanized Forces
Technologically Advanced
Melds Active and Reserve
The Network Enables, IO Empower



Unit of Action

Focused Sustainment Transformation

Transform the Army logistics system to **sustain the force** & **fully meet readiness and deployability requirements**.

- Reduce the Logistics Footprint
- Enhance Logistics Strategic Readiness
- Reconstitute Army Prepositioned Stocks

ARMY LOGISTICS TRANSFORMATION 2002

Delivering Readiness to The Army :

- Connect Our Logisticians
- Modernize Theater Distribution
- Modernize Force Reception
- Integrating the Supply Chain

HQDA G4 FOCUS AREA WHITE PAPER 2003

Dimensions of the Army: DOTMLPF – Doctrine, Organization, Training, Materiel, Leadership & Education, People Facilities

Army C4IM Transformation

Weave Logistics Functions in with Other Information Capabilities

C4IM: Command, Control, Communications, Computers and Information Management

- Achieve Lethality With Precision . . .
  - Rather than volume of fire
- Mitigate Risk With Certainty . . .
  - Rather than mass
- Supply Forces With What They Require, When They Require it . . .
  - Rather than everything they might need

-- New --
Speed
&
Knowledge

Harness Ongoing IT Revolution so Soldi

- See First
- Understand First
- Act First
- Finish Decisively

AMC CG (Oct 2003):
The only way we can build a more rapidly deployable and more efficient force is with Information Technology

Information Operations

Information operations are those operations taken to provide comprehensive situational understanding to friendly forces, generating a complete strategic-to-tactical infosphere, while disrupting that of the enemy.

Core Competency For All Leaders

Advanced Modeling & Simulation

Embedded Prognostic Technology

Collaborative Planning

New Approach to Warfighting

FM 3-0 highlights the emergence of information superiority as a separate and coequal domain for operations.

Network centric warfare places a premium on information

AMC --- A Transforming Organization

AMC Mission . . .

Provide superior technology, acquisition support and logistics to ensure dominant land force capability for Soldiers, the United States [illegible] Allies

Improve Readiness

Enabled by . . .

Our mission focu

CIO / G-6 Vision

Your Strategic Information Manager Delivering a Net-Centric Knowledge Enterprise For Tomorrow's Force Today

AMC Future : Collaboration, Shared Knowledge, Common Op Picture, Agility, & Adaptability

FCS

Current – Future Force

CIO/G-6 Mission

As the Central Authority for all C4IM

(Command, Control, Communications, Computers and Information Management)

INTENT

Direct the Information Activities of AMC

Ensure Order And Discipline the System

Enable Information Technology For Everyone

Set Strategic Direction And Objectives

Automate Everything

FUTURE

C4IM : The Center of Gravity for Army Transformation

Information Technologies enable the Army's new vision of warfare

CIO / G-6 Goals

- Deliver assured access and information anywhere, anytime through a modernized Army enterprise-managed IT infostructure.
- Monitor AMC's C4IM requirements and Provide management oversight of AMC's C4IM Portfolio.
- Share AMC Knowledge and excel in Army Knowledge On-line in a secure environment.
- Develop the professional IT workforce throughout AMC.

CIO / G-6 TOP ACTIONS -- CSA Focus Areas

- Deliver a Command C4ISR focus for AMC within the AMC CIO/G-6.
- Make the HQ AMC the Army Pilot Program for Seat Management
- Acknowledge the AMC CIO/G-6 as the Central Authority for All IT.
- Develop a Strategic Enterprise Architecture for AMC.
- Establish Enterprise Portfolio Management and Improve IT Budget Management.
- Mandatory Computer Based Training (CBT) Registration.
- Facilitate transfer of the AMC IT Infrastructure to NETCOM and IMA.

CIO / G-6

RESPONSIBILITIES

- Central Authority, Advisor, and Advocate for C4IM
- Serve as Liaison to Army CIO/G-6
- Develop / Implement / Enforce C4IM Policy
- Identify, Coordinate, Integrate Requirements
- Oversee Application / System Life Cycle
- Ensure Order and Discipline the System
- Advance Army Knowledge Management (AKM)
- Serve as Functional Lead for IT Resource Management
- Develop AMC's E-Based, Knowledge Workforce
- Facilitate Process Reengineering
- Direct Information Assurance (IA) / Security
- Promote Net-Centric Operations
- Direct Enterprise Architecture Process
- Ensure Data Integrity and IT Standards
- Promote a Virtual Shared Data Environment
- Measure Performance (Metrics)
- Ensure Excellence in IT Service Delivery
- Be Proactive in Meeting Congressional and Regulatory Mandates

AMC -- Net-centric & Knowledge-based

-- Operating as a Single Virtual Entity --

FACTORY DEPOT

FOXHOLE

Accurate & Timely Decisions

Innovative ~ Integrated Technology & Sustainment

Instantaneous Visibility

Information Protection

Army Knowledge Management

Future Force

Industry

Shared Data Environment

Product Data

Web-Based

Transaction Data

Warfighter

Government

Supporters

Invest in Emerging Information Technology

Empower the AMC Knowledge Workforce

Maximize Worldwide Networking Capabilities

Standards -- Mission Oriented -- Interoperable

AMC ITSB FY04
(INFORMATION TECHNOLOGY SYSTEMS BUDGET)

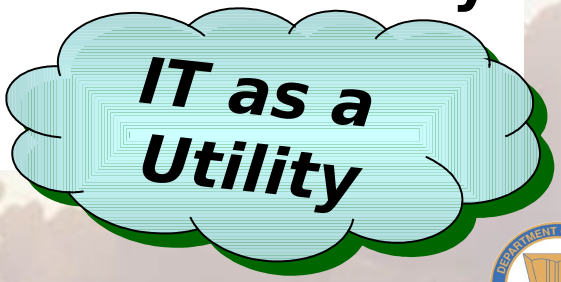
UNDERSTATED IT $$ Only -- Does Not Include Mission & Other $$

TOTAL $ 244.4M DIRECT

($M)

SEAT MANAGEMENT
AMC CIO/G-6 Headquarters Support

- **Outsourcing of Desktop / Network / Related Services**
  - **Deploy Capabilities Rather than Infrastructure**
- **Managed Services / Consolidated Approach**
  - **Contractor Ownership of Equipment**
  - **Addresses Technology Obsolescence / Refresh**
- **Provided on a Per Employee Basis – "Seat"**
  - **Equipment – Installation – Operation -- Maintenance**
  - **Support including Help Desk & Network Connectivity**
- **Performance Metrics – Effective Service Delivery**
- **Activity Based Costing**



AMC CIO/G-6 Headquarters Support

- Communications Support incl BlackBerry / CryptoBerry
- Full-Service (24x7) Telecommunications Center
- Information Security & COMSEC
- AMC-Wide Publishing Program
- Visual Information Services
- Official Mail Control Officer
- WWW HQ AMC Home Page
- Application Development
- Technical Library

Service Center 806-9333

SEAT MANAGEMENT

- New Approach to Info Technology
- Plans, Architectures, Standards
- Workstations & Network
- Consolidate Copy / Print
- Conference Rooms & VTC
- Enhanced Information

The Role Of The DOIM & CIO

DOIM		CIO
Tactical Level, Operational	→	Corporate Level, Strategic
Deals More Closely with Day to Day Technology	→	Deals More Closely with Future Business Planning
Local Level IT Support	→	Enterprise wide Service
Technology Management	→	Functional Process Management
Infostructure	→	Applications

THE WORLD HAS CHANGED

Summary

PEOPLE ARE THE ARMY

- **Times are Changing: Now! New Destinations**
- **Invest in People. Knowledge Workforce.**
- **Leverage & Exploit Information Technology**
- **Assure U.S. Info Ops. Protect Infostruct**
- **Knowledge Mgmt. Overhauls Existing Approach.**
- **Information Superiority. Decision Superiori**

Nation at War

Joint Team

Be more flexible & more adaptable

The reality of continuous engagement

Assure Allies & Friends

Dissuade Future Military Competition

Contending with Uncertainty

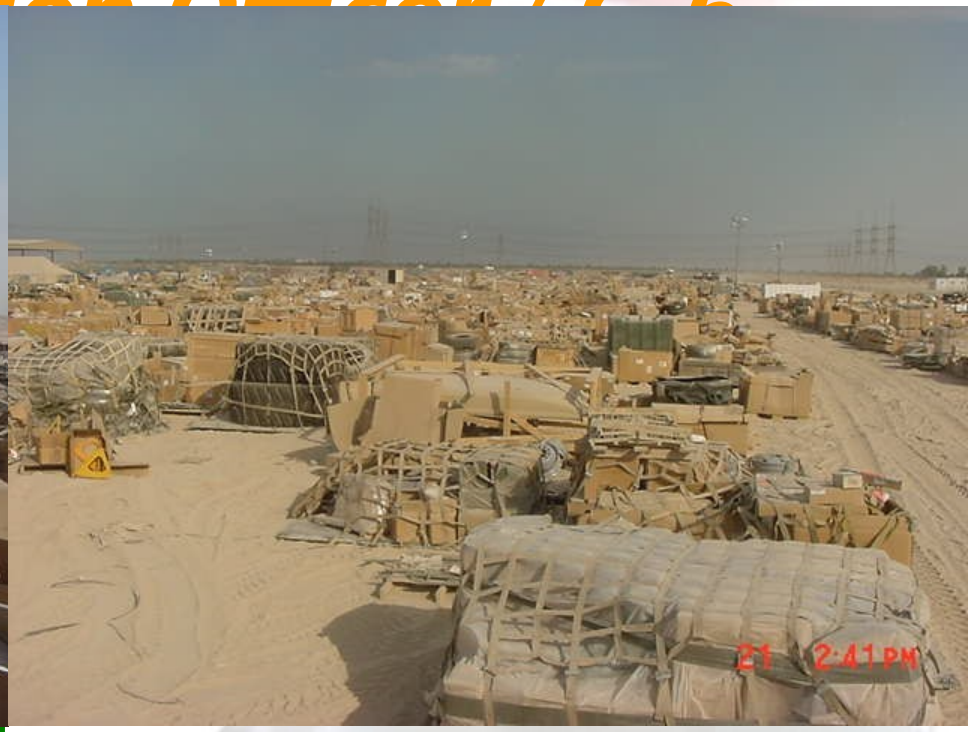
Deter Threats and Coercion

Decisively Defeat Any Adversary

God Bless America

U.S. Army Materiel Command

Chief Information Officer / G-6



Back-up
NCR DOIM Course April 2004

Chief Information Officer/G-6 Organization

CIO/G-6 - James Buckner
Deputy - Marilyn Couch
(806-8626)

STRATEGIC PLANNING & TECHNICAL IMPLEMENTATION
John Roe
(806-8577)

BUSINESS MANAGEMENT
Dennis Davis (806-9425)

CORE TECHNOLOGY & ASSESSMENT
Danny Shearer (806-8674)

IT PROGRAMS
Michael Colton (806-9370)

Special Projects Office (SPO), ISEC TECHCON as Division CIO/G-6
Albert Rivera (DSN 879-3001)

DOIM OPERATIONS
(HQ Dir of Info Mgmt (DOIM))
Darrell Bright (806-8282)

Commercial Area Code 703 or DSN 656

HELP DESK - 806-9333

Transformation Planning Guidance

- Transforming How We Fight
  - Fight first for information superiority; deep sensor reach
  - Rapid speed of command
  - High quality shared awareness
  - Dispersed forces: noncontiguous operations
  - Demassification: substitute information and effects for mass
  - Dynamic self-synchronization
  - Alter initial conditions at higher rates of change
  - Compression of levels of war: reduce service boundaries
- Transforming How We Do Business
  - Reform the Acquisition Process
  - Capabilities-based resource allocation process
- Transforming How We Work with Others

DoD "Top Priorities" 2003 - 2005

- Successfully Pursue Global War on Terrorism – Top 2004 Priority
- Strengthen Combined & Joint Capabilities -
- Transform the Joint Force -
- Optimize Intelligence Capabilities -
- Counter the Proliferation of WMD -
- Improve Force Manning – QOL, Infrastructure, Other Modifications
- New Concepts of Global Engagement -
- Homeland Security – Refine & Improve DoD Role
- Streamline DoD Processes – Budget, Contingency & Other Processes
- Reorganize
  Opportunit

SECDEF Initiatives -- Emphasis 2004

- Rebalance Active & Reserve Components
- New National Security Personnel

Four Transformation Pillars

- Strengthening Joint Operations
- Experimenting with New Approaches to Warfare
- Exploiting US Intelligence Advantages
- Developing Transformational Capabilities through increased and wide-ranging science and technology

Note: Transformation = Concepts, Capabilities, People, & Organizations

Focus Areas -- Chief of Staff, Army

Soldier with a Capital "S"

- The Soldier
- The Bench
- The Network
- Modularity
- Joint Expeditionary Mindset
- Active/Reserve Component Balance
- CTCs and BCTP
- Unit
- Actionable Intelligence

Forward Leaning

Modular

Joint Interdependent

Capabilities-Based Army

- Leader Development and Education
- Army Aviation
- Installations as Flagships
- Authorities, Responsibilities, Accountability
- Current to Future Force
- Resource Processes
- Strategic Communications
- Logistics

Serving a Nation at War

" Are you wearing your dog tags ? "

A Campaign Quality Army With a Joint And Expeditionary Mindset

GEN Schoomaker
. . . a different future.

What is best for Nation ?

What must endure ?

What must change ?

The New "Norm" . . . "Sustained engagement"

Operation Iraqi Freedom

Deploying

- 1st Calvary Division
- 39th eSB (ARANG)
- 1st Infantry Div
- 30th eSB (NCANG)
- USMC 3 x Bdes
- 1/25 SBCT
- 31st eSB (WAANG)

DAHUK
BASHUR
TALL AFAR
MOSUL
IRBIL
SULAYMA
101ST AA DIV (+)
173d ABN Bde
NINAWA
KIRKUK
4TH INF DIV (+)
SALAH AD DIN
EUPHRATES R.
TIKRIT
AL QAIM
3/2 SBCT
SAMARRA
DIYALA
IRAN
290
BAQUB
1ST AR DIV
AR RUTBA
AR RAMADI
FALLUJAH
2ND ACR(L)
3RD ACR
AL HILLAH
AL KUT
AL ANBAR
82d ABN DIV(-)
AL KUFA
AL AMARA
AD DIWANIYAH
UK DIV
AS SAMAWAH
MN DIV
AN NASIRIYA
AL BASRAH
UMM QASR
AN NAJAF
ES
X
AZ ZUBAYR
3
UKR
IT
SAFWAN
AL MUTHANNA
KUWAIT CITY
KUWAIT
SAUDI ARABIA

Operation ENDURING FREEDOM

Deploying

25th Infantry

10,700 Soldiers Support the Joint Fight

Balkh
Konduz
Mazar-e Sharif
Herat
Kabul
Jalalabad
Gardez
Baghran
Tarin Kowt
Qalat
Kanda
Spin Bolda

AMC Priorities

- Support to Combatant Commanders
  - Readiness, Class IX, Individual Body Armor, DCU's & Boots
- Retrograde
- Reset
- Security of Chemical Sites
- Personnel / LSE Rotations
- Support to Multi-National Division
- Quality of Life for Soldiers & Civilians in SWA

Logistics Concerns - The Iraq War

- Vulnerability of Supply Convoys & Major Support Assets
  - Key Supply Routes & Staging Areas near Ports
- Inability to Accurately and Timely Distribute Many Items
  - From Ports to Tactical Units
- Logistics Units had Inadequate Communications
- Could not Track Items Once Removed from Shipping Containers
- Spare Parts often Slow in Coming
- Existing Logistics Systems Not Suited to Networked Fast Pace Ops
- Critical Supplies “Lost” in System – Dumped at Distribution Point
- Short of Replacement Tracks for M2 Bradley Fighting Vehicle
- Lack of Synchronization between US & UK Logistics Planning
- Some Frontline Units Miscommunicated Amount of Ammunition
- Postal Service was Greatly Delayed

USAMC – The Iraq War
Observations & Potential Lessons

- Army Prepositioned Stocks (APS) – "It Works !"
  - Essential to Army's Ability to Execute Force Projection
  - Need to Modernize, Resource, and Exercise
- Develop Theater-opening Doctrine
  - Place enablers aboard ships
  - Reception, Staging, Onward Movements and Integration
- Battlefield Distribution -- Worked – Must Improve
  - Hand to mouth on Class I & Water
  - Embed movement tracking to unit level
  - Too many nodes at Theater/Corps/Division slow processes
- Abrams Main Battle Tank Performed Well
  - Review and Adhere to Load Plans
  - Train crews on destruction of abandoned tanks

USAMC – The Iraq War
Observations & Potential Lessons

- Lack of Understanding of Logistics Automation Systems
  - Soldiers not aware of SSF Business Rules nor AWCF responsibility
  - No processing & no input means we cannot track & manage assets
- AMC elements lack visibility to Warfighters
  - Ad hoc structure – lack of support equipment – " volunteers "
  - Little doctrine articulated mission – lack visibility with planners
- Doctrine not followed for theater logistics support
  - Supply Support Activities blind – Started Sterile – Loss of demand history – inordinate time to reload
  - Communication problems prevented passing of stock receipts
  - No upgrade of FADs to 01 negated Milestone III SSF worldwide visibility rules for CCSS to penetrate SARSS priority ROs
  - Revisit echelons above Division Logistics structure with emphasis on CMMC/TMMC vice IMMC. Use stocks resident in theater.

Logistics Future Capabilities

- New Business Practices
  - Manage suppliers vice large wholesale inventories
  - Deliver supplies straight to where the customer wants them
  - Manage small amounts of critical & high demand items
- Advanced Logistics planning - Early & with Commanders
  - Get out in front of requirements
  - Focus on “high interest” items and follow-on sustainment
- Improved Visibility through Technology
  - Radio Frequency Identification Tags
  - Logistics Common Operating Picture (LCOP)
  - Web-based Information Centric Environment
- Onsite Battlefield Coordination
  - Deploy Logistics Cells in Theater to Expedite Sustainment
- Asymmetric Sustainment in Future Operational Environment
  - The enemy cannot interfere significantly with force provisioning